

Hospital Profile:

BOSTON MEDICAL CENTER

Academic Medical Center

Metro Boston Region

Boston Medical Center (BMC) is a non-profit, acute care academic medical center (AMC). It is the sixth largest hospital in Massachusetts, with 504 staffed beds. BMC is located in the Metro Boston region and represents 10% of all acute hospital staffed beds in the region. BMC is a teaching hospital of Boston University School of Medicine. BMC qualifies as a Disproportionate Share Hospital (DSH), as more than 63% of its gross patient service revenue is derived from government programs.

PATIENTS Fifty-eight percent of all inpatient cases treated at BMC are from the following Boston neighborhoods: Boston (downtown), Dorchester and Dorchester Center, Roxbury, Mattapan, and Hyde Park.

INPATIENT SERVICES Compared with the other AMCs, BMC treats a greater proportion of lower-severity cases. In FY12, it accounted for 8% of all inpatient discharges from acute hospitals within the Metro Boston region. Of note, based on its most common FY12 inpatient cases (DRGs), BMC treated 46% of all Sickle Cell Anemia Crisis cases and 21% of all Asthma cases in Metro Boston.

FINANCIAL PERFORMANCE BMC's total revenue in FY12 was \$1.0 billion. Its FY12 public payer mix was 75%, the highest among AMCs. BMC's FY12 inpatient cost[†] per case mix adjusted discharge was \$12,188, approximately 9% higher than the average AMC hospital. BMC's CY12 average commercial payer price level was at the 58th percentile, the lowest among AMCs. Although BMC earned a surplus of \$8.8 million (<1% total margin) in FY12, BMC was not profitable from FY09 to FY11.

AT A GLANCE

TOTAL STAFFED BEDS: 504, 6th largest acute hospital

% OCCUPANCY: 65%, lowest in cohort (avg. 84%)

TOTAL REVENUE in FY12: \$1,017 million

PUBLIC PAYER MIX: 75% (DSH* Hospital)

SPECIAL PUBLIC FUNDING: DSTI[†]

TAX STATUS: Non-profit

TRAUMA CENTER DESIGNATION: Adult: Level 1; Pedi: Level 2

CY12 COMMERCIAL PAYER PRICE LEVEL: 58th Percentile

CASE MIX INDEX in FY12: 1.15, lowest in cohort (avg. 1.34); > statewide (1.06)

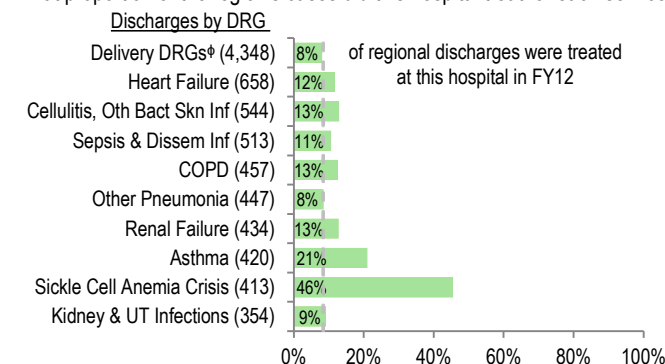
INPATIENT:OUTPATIENT REVENUE in FY12: 31%:69%

TOTAL MARGIN in FY12: 0.9% (\$8.8 million)

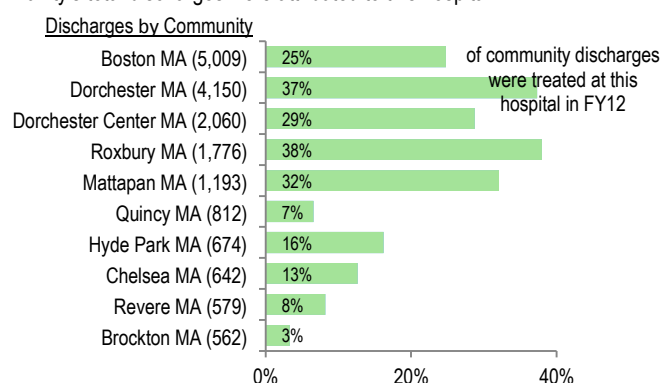
CHANGE in OWNERSHIP (FY08-FY12): Not Applicable

SERVICES

What were the most common inpatient cases (DRGs) treated at the hospital?
What proportion of the region's cases did this hospital treat for each service?

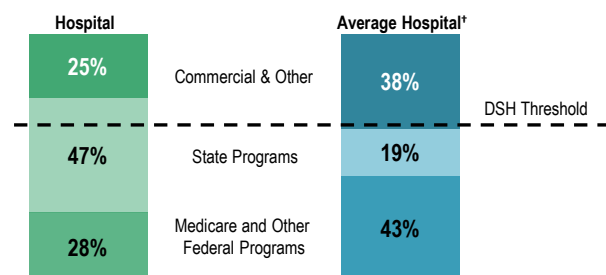


Where did most of the hospital's inpatients reside? What proportion of each community's total discharges were attributed to this hospital?



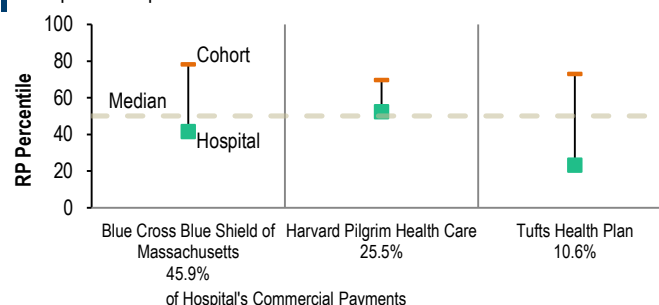
PAYER MIX

What was the hospital's overall payer mix (gross charges) in FY12, and how does this hospital compare to the average acute hospital's payer mix?



Percentage calculations may not sum to 100% due to rounding

What were the hospital's CY12 payer-specific relative price levels for its top three commercial payers? How does this hospital compare to the average hospital in its peer cohort?



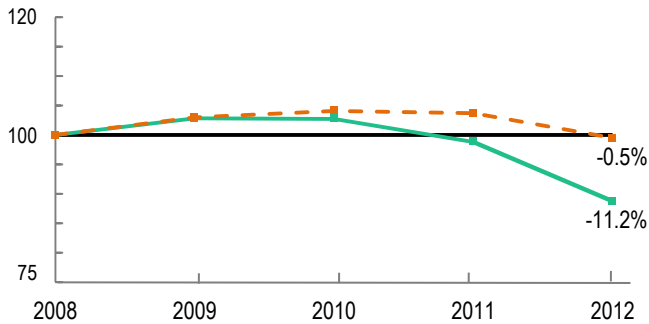
For descriptions of the metrics, please see Technical Appendix.

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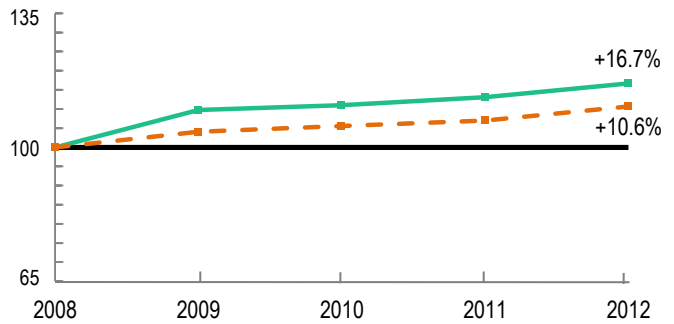
Cohort: Academic Medical Center

UTILIZATION TRENDS

How has the volume of the hospital's inpatient discharges changed compared to FY08, and how does this hospital compare to the average hospital in its peer cohort? (FY08=100)

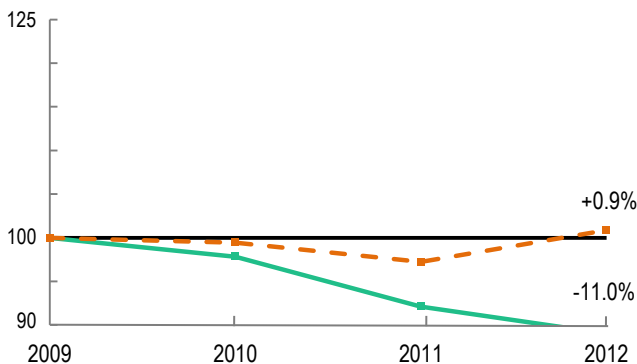


How has the volume of the hospital's outpatient visits changed compared to FY08, and how does this hospital compare to the average hospital in its peer cohort? (FY08=100)

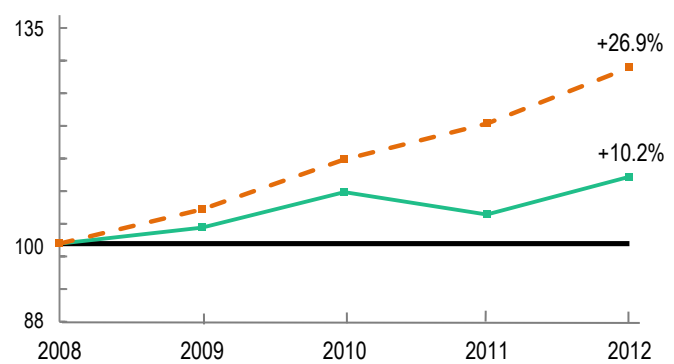


COST TRENDS

How has the hospital's inpatient cost[†] per case mix adjusted discharge changed compared to FY09, and how does this hospital compare to the average hospital in its peer cohort? (FY09=100)



How have the hospital's total outpatient costs changed compared to FY08, and how does this hospital compare to the average hospital in its peer cohort? (FY08=100)

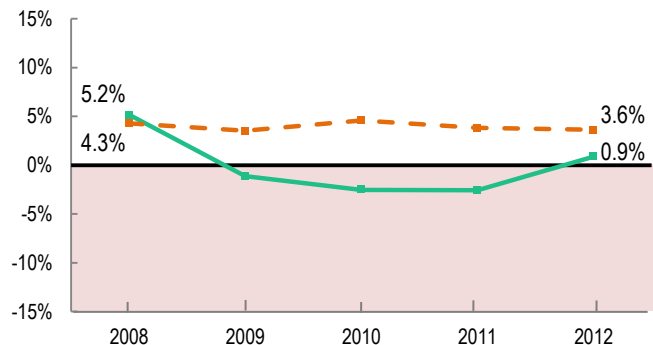


FINANCIAL PERFORMANCE

How have the hospital's total revenue and costs changed between FY08 and FY12?

Revenue, Cost & Profit/Loss (in millions)					
FY	Total Revenue	% Change	Total Cost	% Change	Total Profit/Loss
2008	\$1,064		\$1,009		\$55.0
2009	\$1,005	(5.5%)	\$1,016	0.7%	(\$11.3)
2010	\$1,017	1.2%	\$1,043	2.6%	(\$25.7)
2011	\$985	(3.2%)	\$1,010	(3.2%)	(\$25.1)
2012	\$1,017	3.3%	\$1,008	(0.2%)	\$8.8

What was the hospital's total margin between FY08 and FY12, and how does this compare to the median of its peer cohort hospitals?



For descriptions of the metrics, please see Technical Appendix.

[†] Costs were adjusted to exclude direct medical education costs and physician compensation.

* Disproportionate Share Hospitals (DSH) receive a minimum of 63% of gross patient service revenue from public payers.

[†] For more information on Delivery System Transformation Initiative (DSTI) special funding, please contact the Massachusetts Executive Office of Health and Human Service (EOHHS).

* Delivery DRG includes Cesarean and Vaginal Deliveries, and Neonate DRG.

[†] Average Hospital does not include Specialty hospitals.

For more information, please contact:

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